20 years
OF ACHIEVEMENT

JULY · AUGUST · 1938

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CONTENTS

PAGE

TWO DECADES OF PROGRESS 1
BAHAN FIRST 1938 ALL-STAR 2
MR. STOWELL SPONSORS PLAN 3
G. L. FRYMIRE TRANSFERRED 4
SIGHT SAVING ANNIVERSARY 5
THE CASE OF MARY JONES *By Elmer I. Campbell* 6

Field Flashes:

ATLANTIC 9
NEW YORK 9
EASTERN 10
CENTRAL 11
WESTERN 11
PACIFIC 13
SOUTHERN 14

HILLIARD WINS CONTEST 15
SHE LIKES UNDERWOOD 15
ARE YOU A SAFE DRIVER? 16
ASSOCIATE EDITORS 16
THE BRIDGE BUILDER ..... Inside Back Cover

UNDERWOOD ELLIOTT FISHER SPEEDS THE WORLD'S BUSINESS

2 DECADES OF PROGRESS

1918-1938

JULY, 1938, has been dedicated "President Wagoner Month" to signalize Mr. Wagoner's twentieth anniversary as President of the Organization.

During the month of July every member of the Underwood Elliott Fisher Field Selling Organization is going to do his utmost to beat his sales record of last July by as large a margin as possible in honor of President Wagoner's celebration. Newcomers to the Organization have been assigned special President Wagoner Month quotas by their Branch Managers.

As soon as a District Manager, Branch Manager, Assistant to a Branch Manager, Salesman or Sales Agent makes his designated quota, he will send a telegram to President Wagoner informing him of the fact and extend congratulations to our Chief on his anniversary.

Philip D. Wagoner's guiding star throughout his career has been a four-word slogan — IT CAN BE DONE. As a result of faith, initiative, knowledge, ability and hard work, the name of Philip D. Wagoner has become identified — the world over — with office machines that "speed the world's business."

In July, 1918, Mr. Wagoner was elected President of Elliott Fisher Company. The Company was noted for its flat-surface writing and accounting machines permitting the rapid collation of forms of any size, thickness or number. While Elliott Fisher machines have undergone startling improvements, the principle of flat writing surface has always been retained.

In December, 1926, Mr. Wagoner, in continuing the march of progress, announced the acquisition of the business of the Sundstrand Corporation, manufacturers of the well-known and popular 10-key Sundstrand Adding-Figuring Machines and Cash Registers. As a result, the General Office Equipment Corporation was formed as a selling subsidiary of the Elliott Fisher Company.

Realizing that businessmen preferred to buy most of their office machines from a single organization, President Wagoner announced, in December, 1927, the plans for an amalgamation of Underwood Typewriter Company and Elliott Fisher Company interests under the name of Underwood Elliott Fisher Company. The Underwood Typewriter had been the leader in its field since the first model announced in 1895 which introduced the front-stroke principle of type bars with "all the writing in sight." Visible writing appealed so strongly to businessmen that soon other typewriter companies adopted it. Today, the Underwood Elliott Fisher Company maintains at Hartford, Connecticut, the world's largest typewriter factory.

In 1928, the business of the Underwood Computing Machine Company, which had been closely affiliated with

(Please turn to next page)

the Underwood Typewriter Company, was also added to the Underwood Elliott Fisher Organization. This company had been manufacturing Underwood Bookkeeping Machines.

The merger gave the Company a most valuable diversity of time-and-labor-saving office equipment produced in highly developed factories in Hartford, Conn., Harrisburg, Pa., Rockford, Ill., and Bridgeport, Conn.

In accordance with President Wagoner's idea that office equipment should be made only on a quality basis, it was only natural that he should be interested that the best obtainable carbons, ribbons and machine supplies should be used with the UEF machines. After conducting exhaustive tests of the various supplies on the market, it was found that those manufactured by the Neidich Process Company of Burlington, New Jersey, were far superior in quality.

Therefore, in 1929, the Underwood Elliott Fisher Company acquired the business of the Neidich Process Company and this fine organization was taken into the fold and the structure of the present great Underwood Elliott Fisher Company was complete.

Time has proved Mr. Wagoner's theory that when companies such as these join hands on the basis of economical operation, under the proper centralized control, they are able to render a greater service to the business world, even more successfully, collectively than they could as individual units.

President Wagoner undertook one of the big jobs in the history of American industry in merging and consolidating the manufacturing, sales and service organizations of five great companies. The result is that today, the name of Philip D. Wagoner is identified with office machine products throughout the world. To some it means typewriters, to others adding machines, or accounting machines, or supplies. Yet, to thousands of men and women in the Underwood Elliott Fisher family, the name will always be tied in with the slogan — IT CAN BE DONE.

As a tribute to our Chief, the UEF Sales Force plans to roll up a sales record for July which will fairly shout — "CONGRATULATIONS!"

Bahan of New Orleans

first to qualify for trip to the

New York World's Fair

THE World's Fair was visited on Sunday by your reporter. Strauss' "Tales of the Vienna Woods" came lilting from the loudspeakers atop the pylons in front of the Communications Building. All the bright yellow, red and blue buildings and expertly clipped hedges and fresh lawns were bathed in the warm afternoon sunlight.

People in all walks of life sauntered along in a gay holiday mood.

The estimated attendance was figured at 10,000 and they had paid a quarter each to see the marvel of modern construction risen miraculously from the Flushing Meadows ash-dump.

Many visitors remarked that even a year before the official debut it was easy to see that the 1939 New York World's Fair is going to be even bigger than the reams of publicity have promised.

Everywhere camera addicts snapped endless pictures and embryo artists sketched from vantage points. Other sight-seers stopped at concession booths for hot dogs or ice cream.

As their feet were their only means of locomotion, the crowds moved leisurely from the Hall of Communications to the Business Administration Building (it is in this structure that the UEF exhibit will be housed) then to the white permanent structure of the City of New York. From time to time they stopped to praise the beauty of the lawns, the sparkling fountains, the trim hedges and the colorful flower beds. They sat and basked in the sunshine on the benches in the Esplanade that connects the Hall of Communications with the Theme Center. Small groups of people gathered and stared at the rust-red girders of the Trylon and Perisphere and listened to one of the snappily-dressed, courteous guides explain their size and significance. His voice became less audible as from the loud-speakers now came the "Poet and Peasant" overture. The music seemed to fit the mood of the quietly cheerful crowds.

Mr. Bahan of New Orleans is the first UEFman to qualify to date for membership in the 1938 All Star Salesmen's Club. His fine sales record entitles him to a trip to the New York World's Fair in 1939—WITH ALL EXPENSES PAID.

A year from now there will be a faster tempo. Thousands will crowd the pathways. Roller chairs and buses will roll along the roads. There will be bright lights, lilting popular tunes, and throngs of people pouring in and out of the exhibit buildings.

There will be thrills and excitement galore at the New York World's Fair in 1939. Will you be there to enjoy The World of Tomorrow? The Company has offered you the opportunity of a lifetime. You know the requirements—all you have to do is to make your 1938 quota and you will be invited to visit the World's Fair—with all expenses paid. Need we say more? Let's go!

Mr. Stowell SPONSORS 10-CALL PLAN *to Stimulate Sales*

L. C. Stowell,
Executive Vice President

ON June 1st the members of the UEF Field Selling Organization started a summer sales campaign based on the Stowell Plan of 10 Calls A Day. Executive Vice-President Stowell informed the Sales Organization that he would sponsor the plan for the months of June, July and August. The Plan is simple because it is basically and fudamentally sound. Each salesman is to make ten calls daily and fill out a Call Report at the end of each day and hand it to the Branch Manager who will forward them to Mr. Stowell each Saturday during the summer months.

Every salesman has been instilled with the thought that time is his greatest asset. While the statement is true, the greater truth and the more important thing is what he does with his time. You know from experience that at best a salesman's productive hours are but a few during the course of each day. The only way you can make the most of each day is to plan your work and to apply simple arithmetic to your problems. The answer is that if you want to increase your income, it is going to cost you more calls per day. It automatically increases your sales circle.

The Stowell 10-Call Plan is a challenge to your ability. You are selling the best products available in the office equipment industry. You have the support of advertising in periodicals of national circulation and reputation. You are backed by advertising literature which is carefully designed to help you sell. And you can draw on the knowledge and ability of your Branch and District Managers. Is there any reason why you can't increase your commission checks if you faithfully adhere to the Stowell 10-Call-Plan?

A lot of orders are being placed every day and many office machines are being sold. While it is true that people may not be buying as freely as they were last year. are you getting your share of the orders which are being placed today?

The Stowell 10-Call-Plan was received with immediate approbation. Divisional Sales Managers, Blancy, Jensen, Donovan, Stewart, MacLeod and Jungbluth joined General Sales Manager Arnold in expressing the opinion that truly the answer to the question — "How do you find business?" — is — "By looking for it."

District and Branch Managers have written expressing their approval. They agree with Executive Vice President Stowell that when every man really applies himself every day. concentrating on a real selling job that quotas will be surpassed in a great number of cases. They state furthermore, that the Stowell 10-Call-Plan will prove of inestimable value to all UEF Salesmen who aspire to become All Star Club Members. The 10-Call-Plan gives salesmen a definite daily goal. Years of experience have proved that sales result in proportion to the number of calls made. See to it that no part of your selling time is wasted.

Ten calls a day will help raise your pay.

Mr. Stowell Delivers Talks

"*ONE must follow circumstances, use the forces about us, do in a word what we find to do.*" The quotation is by Anatole France and its exponent is Executive Vice President Stowell.

It is a well-known fact that Mr. Stowell has an intense interest in his daily work but in addition he is actively interested in all phases of management and business administration. He has created an extensive following and has earned the reputation of being an entertaining and instructive speaker on business topics.

Much in demand, Mr. Stowell has delivered talks recently to the New England Chapter of the National Office Management Association in Boston, and the annual get-together of the Export Managers Club in New York City.

Mr. Stowell also wrote a comprehensive article "Gearing Sales Activities to Sales Curves" which appeared in the Executives Service Bulletin published by the Metropolitan Life Insurance Company. In the article, Mr. Stowell cites a number of practical and concrete measures showing what planned sales management can do through sales training, sales promotion, and proper control to maintain quotas and increase incomes.

At the meeting of the New England Chapter of the National Office Management Association, Mr. Stowell's talk was based on "Organiza-

(*Please turn to next page*)

tion Building for the More Effective Coordination of Merchandising, Manufacturing and Distribution of Products." At each of these meetings a feature is to sing a song of greeting for the guest speaker. The song of greeting to Mr. Stowell, to the tune of "M-O-T-H-E-R," runs as follows:

S—is for our Speaker here this evening;

T—is for the Topic he will treat;

O's the Office managers who hear him;

W's the Welcome he will meet;

E is for Enthusiastic interest;

Double L means doubly Liked he'll be;

Put them all together, they spell

S-T-O-W-E-L-L!

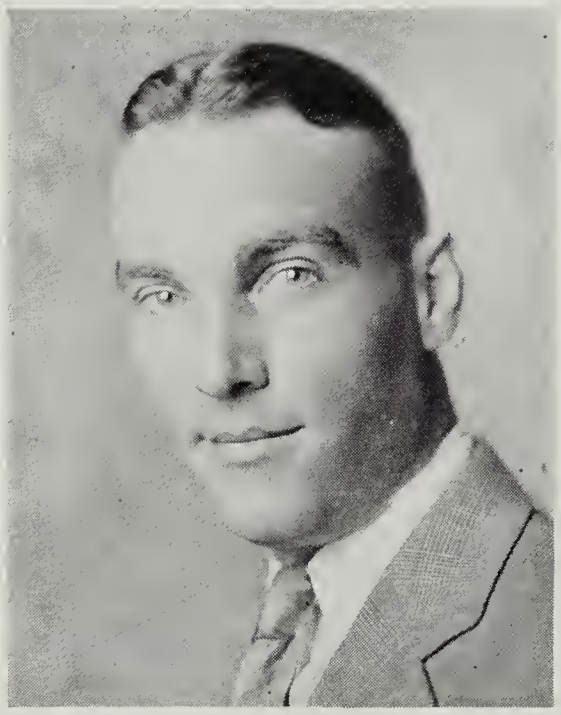
A man we're glad to hear and see!

Speaking at the afternoon session of the one-day gathering of several hundred export managers at the Hotel Pennsylvania in New York, Mr. Stowell declared "you can put me down as an incurable optimist on world trade, believing that whatever the deterrents of the moment may be, world trade will gradually and persistently expand, with the United States playing an increasingly important part."

Mr. Stowell's address at the annual Get-Together of the Export Managers Club was published in *Export Trade* and *Shipper* as well as in *Shipping Digest.*

Oscar J. Sundstrand, one of the inventors of the famous Sundstrand adding-figuring machine, and James D. Donovan, our Adding Machine Division Sales Manager, were among the guests at a recent dinner at the Hotel Waldorf-Astoria. The dinner to honor Crown Prince Gustaf Adolf, Crown Princess Louise and Prince Bertil, was arranged by the New Sweden Tercentenary Committee of New York City and it was the high mark of the Tercentenary celebration.

STAN LOMAX, ace sports commentator types his broadcast material on the Underwood Portable.



G. L. FRYMIRE TRANSFERRED TO DALLAS. Mr. Frymire has been with the Organization since 1922 when he was employed to sell Portables in Dallas. He showed steady progress and his initiative and loyalty brought him deserved promotion in 1936 when he was appointed Branch Manager at Memphis. Mr. Frymire held that position until July 1st of this year when he was transferred to Dallas and took over the managership of the Branch Office. To Mr. Frymire go the best wishes of the entire UEF family.

ADVERTISING AGE reports that this advertisement was selected as an example of effective copy design by Joseph Sinel, noted designer, in a report to the Western members of the Associated Business Papers, Inc., at a meeting in Chicago.

The report defines design as "ordered disposition of the elements to be used, sequence of visual impacts, distribution of major emphasis in relation to the subservient elements within a given area—in short, intelligent utilization of line and mass to focus attention, create interest, and convey ideas or messages."

Photo from The Journal of the Education Association of the District of Columbia

SIGHT SAVING

Celebrates

Twenty-Fifth

ANNIVERSARY

1938 marks the twenty-fifth anniversary of the first "sight saving" classes in the United States. The foundation work of this splendid movement for youth was inaugurated in Boston and Cleveland in 1913 through the efforts of the National Society for the Prevention of Blindness.

"Sight-saving classes are those which are established in public and private school systems for the education of children who, because of seriously defective vision, cannot be properly educated in the regular grade."

We can enlarge upon this definition a bit by first pointing out that there are over 3,000,000 children in the United States, of grammar school age, who are afflicted with defective vision of one sort or another. Fortunately the number of these youngsters whose vision cannot be corrected by proper glasses is nearer 50,000.

This latter number does not include those unfortunate children, who through no fault of their own, have less than 20/200 visual acuity and are consequently in most cases candidates for a school or class for the blind. The group with which sight saving classes are concerned includes those whose vision ranges between 20/200 and 20/70 in the better eye after correction, together with children suffering from progressive eye difficulties.

By special treatment during the course of their education, it is possible to eliminate the greater portion of eye strain for these youngsters. Such aids as careful illumination, adjustable desks, movable seats, large clear-type books, unglazed paper, charts, special maps and so forth are employed with excellent results.

One of the most important factors in this educational process is the early use of the typewriter. The machines which are used have a blank keyboard and large type such as Underwood Giant Primer 6 pitch, or Underwood Extra Large Gothic 6 pitch shiftless. Touch typing is a method which has no equal for writing without eye strain, and learning this by use of an Underwood Keyboard Diagram wall chart reduces eye strain to an absolute minimum.

With young children it is many times difficult for parents to know if their sons and daughters are suffering from defective vision, because it manifests itself in a number of different ways. Children who have been called dull, and even stupid, by their unwitting elders are as many times as not merely the unfortunate victims of improper vision. The services of an ophthalmologist often, by correcting improper vision and when necessary placing the child in a sight saving class, make it possible for the youngster to naturally overcome his sluggish habits.

Catherine A. Flanigan points out, "In our dealings with maladjusted children we find all too frequently that we are dealing with problem parents." These undesirable parental attitudes include being over sympathetic and thereby over emphasizing the handicap and indulging the child, being indifferent and failing to realize the child's difficulty, and failing to understand the situation and consequently refusing to face the facts.

No matter which of these attitudes the parents may have, it is because they do not appreciate the fundamental rules of eye hygiene and how they affect the physical and emotional development of the child.

The principles of sight saving classes must not be interpreted as eliminating old educational objectives and substituting new ones. It is rather a rearrangement of emphasis based on a new conception of values. "If," says Harriet E. Yallowley, "the purpose of education is to promote the all around growth of the child, we must include physical, mental, moral, emotional and social development among our aims. The interdependence of all these phases of life is the basic principal upon which the new type of school is organized. Thus we see that the academic aim is not eliminated, but is shifted from its previous position of first place."

The teacher of sight saving classes must keep the rating of her pupils objective rather than subjective. Where in the regular grade teachers normally have a pupil but one year, teachers of sight saving classes may have the same pupil over a period of years. This is customary in cities

(*Continued on page 8*)

The Case of Mary Jones

on . . . How BERKSHIRE KNITTING MILLS *saves through modern payroll accounting*

By ELMER I. CAMPBELL
Research Department, TEXTILE WORLD

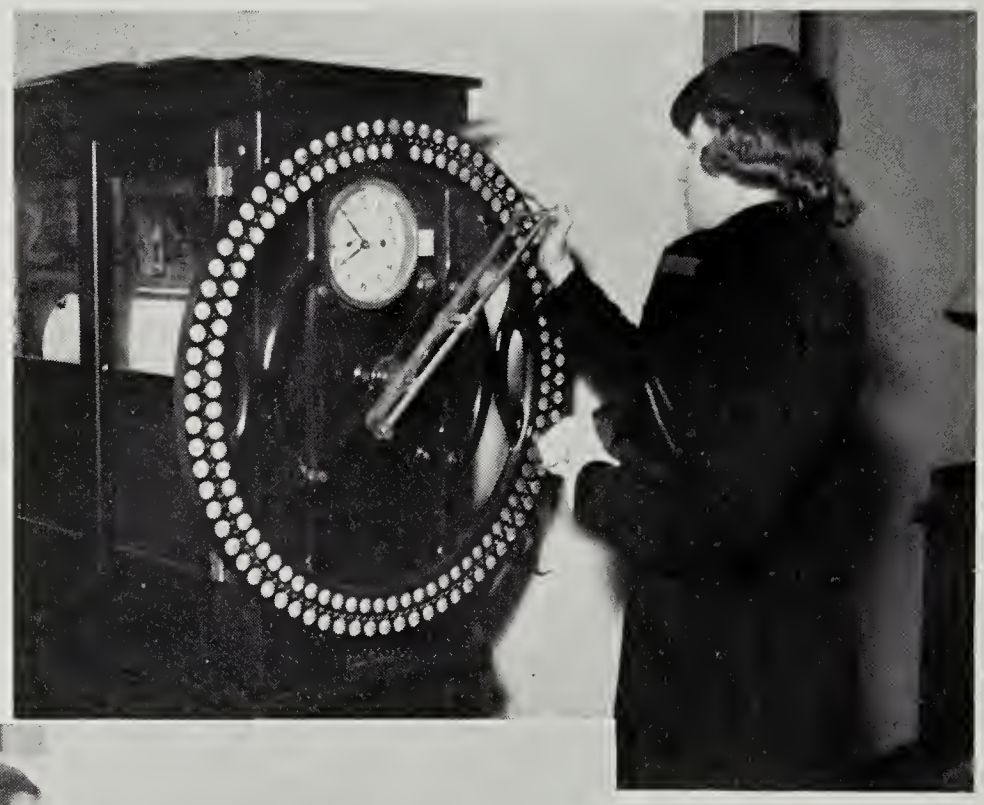
THE case of Mary Jones of the Berkshire Knitting Mills is an interesting one. Mary works in the topping department, punches No. 805 on the time clock. At home in her bureau drawer she has a card bearing Social Security Act Account No. 082-01-6669. Mary earned $26.75 during the week ending Dec. 11, 1937. Mill deductions for various items amounted to 50c. that week and the Federal government took 27c. out of her pay for her old-age retirement fund. This left Mary with $25.98, and she signed a receipt for that amount in exchange for her pay envelope.

"And that," she might have thought as she counted her week's pay, "is that."

But Mary's was only one of 6,000 pay envelopes which the Berkshire's management had in mind when it began to investigate modern payroll accounting methods—methods which would reduce the increased clerical cost of payroll work occasioned by the Social Security Act without sacrificing speed and accuracy, both important to good employer-employee relations. They found a satisfactory solution to their problem in a modern accounting system, enabling them to pay their 6,000 employees weekly.

Let's follow Mary Jones' pay envelope from the beginning to the end of one payroll period.

First of all, her time card (Fig. 1) is prepared on an addressing machine from a stencil bearing her name and clock number. At the end of the week her time is computed and entered on the card along with her rate of pay, gross pay for the week, old-age-pension deduction, and mill deductions. The time card now contains all the information needed for the preparation of Mary's pay envelope, pay receipt, individual earnings record, and the payroll sheet.



Mary Jones punches No. 805 on the time clock

A trained accounting-machine operator in Berkshire's payroll department averages 150 entries per hour

The information on the time card is now ready to be transferred to four other forms. Berkshire's problem was to do this job economically.

The master record is the payroll sheet (Fig. 2), a form measuring 12x16¼ in. with room for complete records of 50 employees on each sheet. When completed, these sheets are bound in ledgers to become permanent payroll records of the Berkshire Knitting Mills.

In preparing the master payroll sheet the operator places it in the accounting machines and types in the date and department name. Entries are made for employees using Nos. 801 to 804. Now on the top of the group of time cards from the topping department is that of Mary Jones. From a posting tray beside his desk, the accounting machine operator selects Mary's earnings-record sheet (Fig. 3), a buff-colored form measuring 10¼x12 in., which carries Mary's clock number, social security number,

and a complete record of her gross earnings, deductions, net pay, and hours for every week of the year to date. Space is provided on this form for a 52-week's earnings record.

This form is placed in the accounting machine on top of the master payroll record. On top of that, the operator places a blank pay envelope with a self-contained receipt (Fig. 4). Now he is ready to transcribe the infromation from the time card and thus compute the entire departmental payroll.

First, he types in Mary's clock number. This, like all remaining entries, is written simultaneously, through the use of carbon paper or spot carbon, on all four forms; namely, the pay envelope, pay receipt, employee's earnings record, and payroll sheet. When the clock number is typed, the machine automatically selects the next column, where Mary's name is typed. Then it selects the next, where her gross earnings are entered. At this point the accounting mechanism of the machine goes to work and the $26.75 is entered in the cross-footer, a device handling horizontal computations.

In the next two columns Mary's old-age pension and mill deductions are entered and automatically subtracted from her gross earnings. The amount now appearing in the cross-footer, $25.98, is Mary's net pay and is entered in the next column. This entry "clears" the cross-footer, leaving it ready to compute the pay of the next employee.

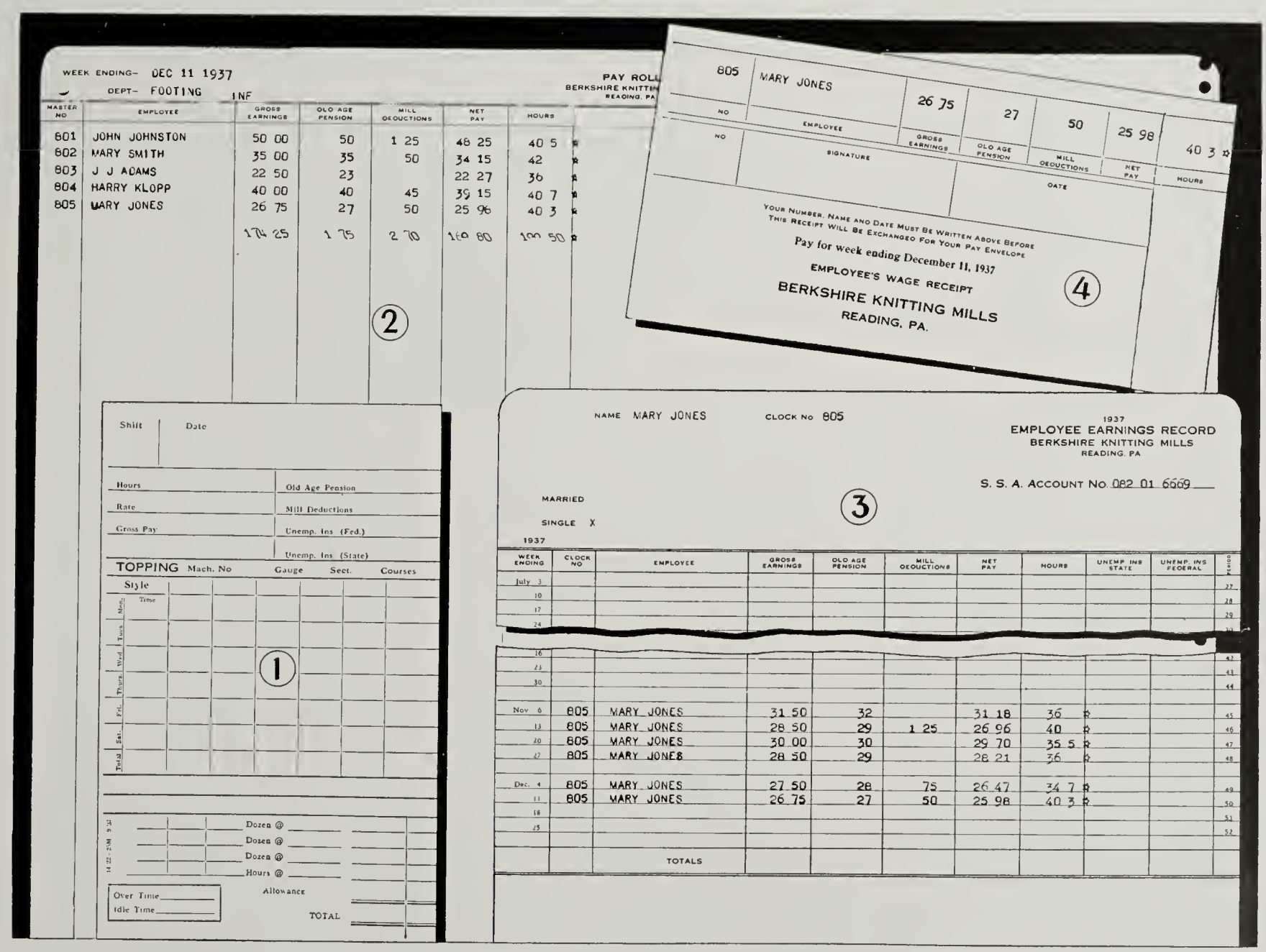
In the last column the hours worked during the week are entered.

As each item is entered in the five columns to the right of the name column, the various amounts are added into five separate registers which, when the sheet is completed, will show the totals for each column.

Mary's entry having been completed, the machine returns automatically to the first position at the left of the form and the operator removes Mary's pay envelope and her earnings record. The pay envelope and the attached receipt now bear all the information which appears on the earnings record and on the mill's master payroll sheet. Moreover, Mary's earnings record is now up-to-date and shows all her gross and net earnings and deductions for the year thus far.

(Please turn to next page)

Fig. 1. Time card on which Mary's pay is computed. Fig. 2. Payroll sheet room for complete records of 50 employees. Fig. 3. Mary's earnings record sheet for year. Mary started to work at the Berkshire plant on Nov. 1, 1937. Fig. 4. Mary's pay envelope for week ending Dec. 11, 1937



The earnings record is replaced in the posting tray, the pay envelope is ready to go to the cashier to be filled, the receipt to Mary for signing; and the accounting machine operator is ready for the entry of the earnings and deductions of employee No. 806.

When the fiftieth employee's earnings have been entered, the pay roll sheet is removed from the machine and Sheet No. 2 inserted. At the bottom of the columns carrying dollar amounts, sub-totals accumulated in the various registers are entered and carried forward to the top of Sheet No. 2. When the payroll is completed, the grand totals are entered at the bottom of the respective columns on the last payroll sheet; these do not appear on any other form, as the last employee's earnings record and pay envelope are removed from the machine before these entries are made. This last operation automatically "clears" the adding registers, leaving the machine ready for its next accounting job.

Does this sound like a long, complicated process? Then watch a trained accounting-machine operator in Berkshire's payroll department as he averages 150 entries per hour. Indeed, two operators, working at two machines, complete Berkshire's payroll work in less than twenty hours.

This is possible because the modern accounting machine, like every modern scientifically-engineered machine, includes everything to facilitate speed. For instance, a special stop eliminates the necessity of aligning forms, a carbon-backed receipt and roll carbons mounted on holders on the machine eliminate the need for "juggling" carbon-paper, and electric controls actuate the movement of the machine whenever possible.

The case of Mary Jones is an interesting one. It shows how Berkshire Knitting Mills has been able to effect a worth-while saving through modernization of payroll accounting.

There are Many Sales Opportunities in the Textile Industry

Editor's Note: We are indebted to *Textile World* for the privilege of reprinting this article and for the facts proving that *because*:

The primary textile industry* employs 1,137,000 people . . .

There are 163 plants employing 1,000 or more . . .

349 plants employing from 500 to 1,000 . . .

605 plants employing from 250 to 500 . . .

1,122 plants employing from 100 to 250 . . .

839 plants employing 50 to 100.

All told, there are 5,787 textile plants in the country and virtually every one of them is a prospect for one or more items of U. E. F. equipment.

Because of various mill payroll deductions for such items as:

House rent in the mill village
Grocery bill at the mill store
Old-age pensions
Unemployment insurance
Needles (in knitting mills)

the textile mill is a "natural" for a payroll accounting machine installation.

Because many mills sell direct (rather than through selling agents) there is a market for accounts receivable installations.

Because all mills have the normal business office routines there is a vast market for Underwood typewriters and Underwood Sundstrand adding machines.

In other words, the textile industry market is a BIG market for Underwood-Elliott-Fisher products. And, as G. Howie Sellzum, so aptly—even though inelegantly—puts it: "the buy you *don't* call on never buys nothing." At any rate, we might add, not from you!

* The primary textile industry produces yarn, fabrics and knit goods. It does not include the "cutting-up" and "garment" trades which convert the woven fabrics into apparel and other items for domestic use.

Sight Saving Celebrates Twenty-fifth Anniversary

(*Continued from page* 5)

having but few classes, and under these circumstances the teacher may mistake improvement for ability.

The training which children receive in sight saving classes is no hit or miss proposition. Teachers are especially trained for this work, and no pupil is admitted without the recommendation of an accredited oculist. In these classes everything is done directly for the benefit of the child to give him all of the advantages available to his contemporaries, but with consideration of his limitations.

In an article appearing in a recent issue of the Journal of the Education Association of the District of Columbia, Helen Appler says, "Emphasis on reading in the Sight Saving class is for information rather than pleasure. Because of the limited amount of large type material, the child is not encouraged to use the public or school libraries. For use in the schoolroom, stories are reproduced on the large size typewriters or booklets made from the original stories.

"Typing in the Sight Saving class is taught for the purpose of conserving vision, therefore the touch system is used. The keyboard is blank and the letters are large. The typewriter is used frequently in place of writing."

Afterwards, when these youngsters grow to be men and women, their knowledge of typing will hold them in good stead. Even the totally blind can do creative work on the Underwood Typewriter, and many more can transcribe dictation directly. The possibilities for the partially afflicted are even greater by reason of their knowledge of touch typing.

—R. K. Allerton, Jr.

FIELD FLASHES

ATLANTIC

Hartford

John H. Garsden, 202 Terry Road, is considered the "grand old man" of Underwood Elliott Fisher Company. Not only has he been with the company since it came to Hartford in 1901 bag and baggage from Bayonne, N. J., but today, at 71, he is hale and hearty.

As assistant works manager, which title he received July 29, 1936, he guides production of the company, ironing out any wrinkles which stump his subordinates.

At the end of three years of secondary school in Skaneateles, N. Y., he came to Hartford, because it offered the best opportunities for a young man anxious to learn the fine points of tool making.

He says, "I used to walk up and down in front of the factories and get a kick out of just looking at the big buildings."

He buckled to work as a toolmaker's apprentice. His only academic training was a course in rudiments of drafting at the YMCA in 1888. He has been a substantial supporter of that institution since then.

In the 90's he went to Chicago, where he was interested in the Page typesetting machine in which Mark Twain sank a fortune.

The Page machine, now reposing in the Smithsonian Institute, was a marvelous piece of mechanism, but impractical. "Anyway," Mr. Garsden says, "I saw the World's Fair."

He then went to work for the Pope Bicycle Manufacturing Co., which ceased operations years ago.

About that time the late John Underwood and a crew of pioneers were huddled over the primitive form of a typewriter in the St. Paul Building, Park Row at Broadway, New York City.

They later took their experiment to Bayonne for production. It was successful. They picked Hartford for expansion and Charles D. Rice and Mr. Garsden to supervise the work.

When production whirred into operation in 1901, there were about 300 hands on deck. At the peak in May, 1931, there were roughly 6,200. During that growth Mr. Garsden was assistant superintendent until he became assistant works manager about a year ago.

John H. Garsden

The chances of men from the ranks, without college education, to advance to executive positions are not as good today as they were when industry was in its infancy, Mr. Garsden believes.

The problems of industry are more intricate. Everything is specialized. Machines and devices have replaced skilled hands. However, there is much left for skilled toolmakers, he says.

He advises college graduates to be willing to put on overalls and get a bit greasy putting theory into practice.

"The master mechanic used to be the cream of the working class. Today he isn't. In the 90's they took great pride in their dress.

"It was a great pleasure to see them strolling from work in derby hats and cutaways. You'd think they were bank presidents," he recalls.

Mr. Garsden and "Mrs. G.," as he calls his wife, have two sons, Russell and Howard, both of Hartford.

Mr. Garsden is a Mason and an Odd Fellow.—*From Hartford Times*

NEW YORK

New York

While going over some baseball thrills of yesterday, with some old-timers like myself, the following story was told. Let us head it:

MR. SALESMAN, BEAR DOWN

In the World Series about five years ago between the New York Giants and Washington, a middle-aged ball player named Luque, who is a Cuban, bore down when in a tight place, in the last game of the Series. We might mention at this time, that Mr. Luque, at the time of this game, was 43. He had been called into the game by the manager of the New York team to put down an uprising by Washington.

As the game went into extra innings, the veteran found himself with two bases filled and two out. A safe hit meant defeat. The manager came over to talk to his pitcher. "You no worry," said the Cuban, in his broken English, "I bear down." He retired the last batter on three pitched balls.

In the clubhouse after the game, he showed a toe to Manager Terry. The nail had been split down the middle as he had dug it into the dirt for leverage as he "bore down." That is the story. It is so good, it must be true.

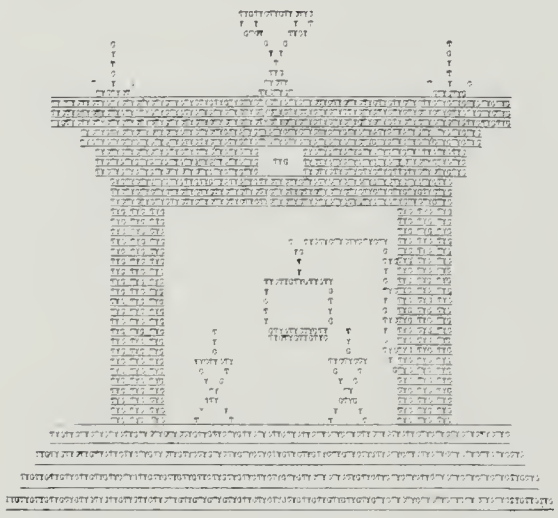
The ability to "bear down" in a tight place is as great an asset as a man can have in any walk of life. This is true in each and every case where a salesman comes to the closing point of an order.

Steadiness under fire is a fine thing. When such steadiness is combined with reserves that can be drawn upon to increase the pressure when the necessity arises, then a man has something that comes very close to being irresistible. He may always bear the marks of a crisis he has passed through, but they are scars that he will carry proudly as long as he lives.

Many men simply blow up when they try to increase the pressure. They go all to pieces. I have seen it happen dozens of times. It isn't wise to tie your safety-valve down unless you are absolutely sure of your boiler. It is unsafe to try to "bear down" unless down deep inside of you, you have that feeling of certainty that you have the necessary "stuff" in reserve. BEAR DOWN!—*Associate Editor Peters*

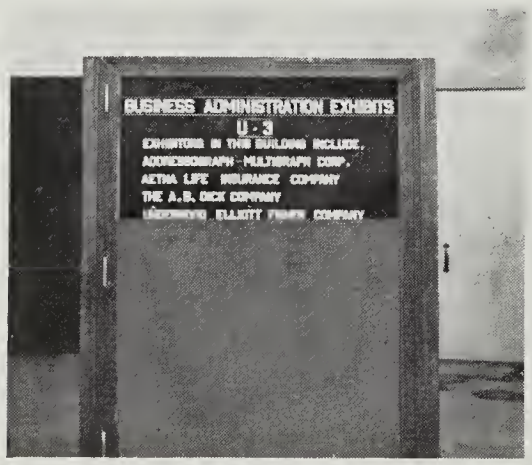
•

We are indebted to W. H. Schutte, Printed Stores Division, for calling our attention to this unique Typey. The unique fireplace is the work of Miss Ruth D. Reich, stenographer for the Inspection and Safety Engineering Department of the Yorkshire Indemnity Company of New York.



The symmetry of design indicates persistent effort and considerable time spent at her typewriter while burning the midnight oil.

Our sincere thanks to Miss Reich and TYG, published by The Yorkshire Group, for a worthy contribution.



NEW YORK: This snapshot was taken by F. A. Gries, New York District Manager, Accounting and Adding Machine Division. It shows the Directory Board in front of the Business Administration Building which will house our exhibit at the World's Fair.

EASTERN

Richmond

Ye Editor thanks Branch Manager Knowles, who sent a copy of this letter to the Richmond Branch Office organization:

Recently I sent you a request for something that could be put in the UEF NEWS.

The response has not been so large that the mails have been impeded; neither have I been compelled to put in a requisition for a larger box for contributions.

I was hoping that I might have received sufficient literary efforts to obviate the necessity of my repeating the request.

A close inspection, however, reveals the lamentable fact that you, my patient reader, "have been weighed in the balance and found wanting."

Won't you please wake up to a sense of your responsibilities? You who are out on the battlefield, waging the good Underwood Elliott Fisher fight, must almost daily come across instances of good salesmanship and other interesting news, which would prove of inestimable value to ambitious young salesmen if printed in the UEF NEWS.

The competitive deal—how to beat the "other fellow"—and why our machines won—are matters of vital interest. Tell them to me for the NEWS.

If the UEF NEWS is to be of use and service to all of us, then it is necessary from time to time that we give it our hearty cooperation.

Surely, you can spare a few minutes once a month to send me something for the NEWS.

Our District Manager will appreciate it, and so will I, as it is necessary that Eastern District, and the Richmond Branch, contribute our full share to the UEF NEWS.

•

Gather around, you Underwood Elliott Fisher Salesmen, 'cause Branch Manager Knowles is going to tell you a story.

"It's a story by wireless. Hot from Jas. D. Donovan.

It's a lot like a good bull terrier —short in the "tale" but has fine points.

Have you boys all got your listeners to the ground? You have? All right, I'll shoot.

The more calls
The more demonstrations
The more trials
The more *sales*

Where is that machine we had around here? Let me get going!"

Here's Another One

Whenever a customer has had occasion to complain to me about any of our younger employees—which is a very rare occurrence, and then as a rule the complaint is usually more imaginary than otherwise — I have always endeavored to placate him by telling him the following story:

Years ago, as a local coach train was passing through Virginia, the brakeman, as was his habit and instructions, would open the car door and announce the name of the station the train was approaching. An elderly lady had listened to him yell out each station and each time it got more and more on her nerves. Finally, when he yelled one unusually loud, she jumped up and called the Brakeman to her and requested that he please modulate his voice, that she just could not stand it. Whereupon the Brakeman replied, "Madam, I will endeavor to do the best that I can for you, but you must remember that the Railroad cannot get a "B" Flat Tenor and a Brakeman for $15.00 a week."

—*Associate Editor Myers*

•

Anniversaries

* * *

In the next issue of the UEF NEWS, Ye Editor expects to feature some anniversaries. So many dates have come in that it has been impossible to classify them properly in a short period of time.

Be sure to keep us informed by sending your office's anniversary records for five, ten, fifteen or more years.

CENTRAL

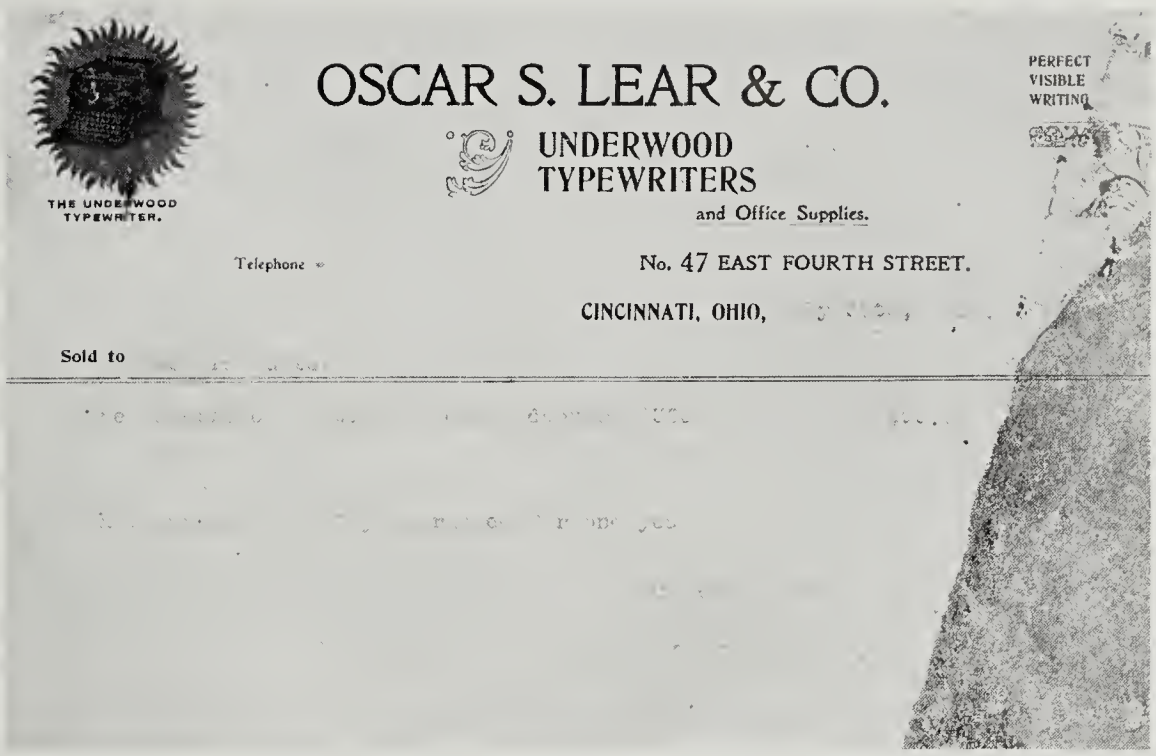
Cincinnati

This invoice dated July 30, 1898, covers the sale of "one Underwood Typewriter head and cover No. 2305" to the Western Lumber Company. This interesting document comes from A. E. Zugelter, Branch Manager, Cincinnati, who writes:

> About fifty years ago, my Dad owned and operated a furniture manufacturing plant in this city. Early in 1898, he owned and operated the Western Lumber Company and one of the articles he purchased was Underwood Typewriter, serial No. 2305, for which he received a receipt from Oscar Lear & Company, then agents for the Wagner Typewriter Company, this city.
>
> After the high water of 1937 receded, we went through an old iron safe and found this invoice among many other records. You will note the high water mark is plainly visible.
>
> This is just something out of the ordinary and on account of its age I thought it might be of passing interest to UEF News readers.

Interesting it is. Our thanks to Mr. Zugelter for his thoughtfulness.

—Ye Editor.



THE UNDERWOOD TYPEWRITER.

OSCAR S. LEAR & CO.

UNDERWOOD TYPEWRITERS

and Office Supplies.

PERFECT VISIBLE WRITING

Telephone

No. 47 EAST FOURTH STREET.

CINCINNATI, OHIO,

Sold to

•

Youngstown

W. R. Hutchins, Sharon Typewriter Salesman, displayed commendable initiative in having a survey made so that he could affirmatively answer that Underwood is the typewriter leader—definitely! An impartial analysis of a survey of seven representative Pennsylvania towns reveals that the Underwoods in use outnumber all other makes combined, proving that it is the overwhelming choice of business. Calls were made on every possible typewriter user from one end of each town to the other. The name and address of each user was secured, as well as the number of each of the four leading makes of typewriters. The towns covered were Sharon, Greenville, New Castle, Grove City, Mercer, Ellwood City and Sharpsville.

Mr. Hutchins presented his findings to District Manager Bolton in a loose-leaf binder which contains photographs of the main business section of the representative towns mentioned, together with the census for the town. As an example, we list the findings in Sharon:

Underwood	71%
Competitor "A"	17%
Competitor "B"	7%
Competitor "C"	5%

Underwood was first in each of the towns covered with the exception of New Castle where Underwood came out second best.

This indeed is a clever way of proving conclusively that the Underwood is the preferred typewriter.

•

WESTERN

WE are grateful to Dale Carnegie who granted us permission to quote from his copyrighted column on "Success."

> Saturday afternoon as I was walking along 42nd Street, on the north side of Bryant Park, New York, I saw as fine an example of the power of imaginative selling as I have seen in a long time.
>
> Bryant Park is almost in the center of New York, and is a sort of Bootblacks' Paradise. They're thicker than bees on a red clover patch in June.
>
> Did they get the same amount of business? Not at all. In fact, far from it, for one lad—a colored boy—got more than any other two.
>
> The colored boy was a psychologist. If I had told him that, he would have thought me a bit cracked. He had fastened a newspaper to the bars of the park fence so that it could be seen at a glance. In the liveliest and most good natured voice, and pointing to the paper pinioned on the palings, he sang out, "Paper says it's going to be a nice day tomorrow." Then added "Get a Sunday shine and sleep late in the mawnin'." Sometimes he varied this with, "Get a shine and go see your best girl tomorrow."
>
> The colored boy did not know it, but he was dealing in what is known by the psychologists as "imaginative selling." That is, he took facts, dressed them up with unrelated facts, and made people think of them imaginatively. What he was really saying was:
>
> "Mister, if you will get a nice shine and go to see your girl, you'll make a hit with her."
>
> He was tying himself into the person's plans and telling him how to profit by patronizing him. He did not know it, but he was a master salesman. That boy will get ahead in life. Nothing but sickness, or death, will stop him. He has what it takes.

•

Des Moines

During the visit of W. J. Wendt. Supply Division, we had a wonderful three-day supply meeting and ended up taking a picture of the boys.

The photographer was Geo. W. Grim from the Comptroller's Department in New York.

Springfield, Missouri—Typing Class at Draughon's Business College.

Kansas City

Draughon's Business College of Springfield, Missouri, is one of the most progressive and up-to-date schools in this section of the country.

Mr. A. J. Bates, president of this institution, purchased his initial order of Underwood typewriters in June, 1910, from W. D. M. Simmons, who was School Sales Manager. This college has used Underwoods consistently. The first order was for 25 machines. The school now has 75 Underwoods.

We congratulate Mr. Bates for his accomplishment in creating the largest Business College in Southern Missouri and the surrounding territory.

—Associate Editor Conklin

The Moorman Manufacturing Company of Quincy, Illinois, was organized in 1885. Two brothers, C. A. and E. V. Moorman, have guided the destinies of this institution which had a very modest beginning. They now employ more than 5,000 salesmen and nearly 400 office workers.

O. G. Dunlap, Manager of the Dunlap Typewriter Company, became acquainted with the organization about 22 years ago when they were located in a small and unpretentious office and had a very small factory. They were then using three typewriters of a competitive make. These were traded in for Underwoods and Mr. Dunlap has had the account ever since. Now they are using more than 100 Underwood Noiseless Typewriters.

The Moorman Manufacturing Company is engaged in the distribution of mineral mixtures to live stock raisers. The raw materials are purchased from various parts of the country and then mixed in proper portions to make food with the right kind of vitamins for healthy hogs and cattle.

—Associate Editor Staehle

CHICAGO: This distinguished group includes (l. to r.) W. F. Arnold, General Sales Manager; F. C. Snow, Western District Manager, and L. Y. Hagan, Southern District Manager. The photo was taken at the annual all-day frolic of the members of the UEF Sales Club of the Chicago Branch Office.

Omaha

The day our Master arrived at Sioux Falls it was demonstrated to the Board of Education, Bridgewater, South Dakota. For a number of years this school has been using 10 Underwoods and 10 typewriters of a competitive make. They were so well pleased with the results from the Underwood Noiseless used during the past three years that these machines were replaced with new Underwood Noiseless. The Master, upon inspection, made such a favorable impression, that the 10 competitive machines were replaced with them—this makes the Bridgewater High School, users of 20 machines, another EXCLUSIVE Underwood user.

—Associate Editor Dennis

Moorman Manufacturing Company Offices at Quincy, Illinois.

PACIFIC

In Memoriam

DEATH came recently to Miss Elva Apperson of the Portland branch office.

The organization never had a more loyal employee than this fine woman during the many years she was in our service as employment manager. She was, no doubt, the best-known employment manager among the girls in Portland.

The deepest sympathy of the entire Underwood Elliott Fisher organization is extended to the members of her family in their sorrow.

Portland, Oregon

In looking over this Branch's call reports, before mailing them to Mr. L. C. Stowell, we were surprised to see a lot of writing on the report for salesman Roesing. Inspection proved that there was a handwritten notation saying that Mr. Roesing had become the father of an eight pound boy and had spent most of the day at the hospital.

It is interesting to note, however, that Mr. Roesing had made two calls before dashing off to welcome the "blessed event."

Congratulations to Mr. Roesing. We hope that the boy and mother are doing nicely.

The Portland Executives Association extended us the courtesy of two minutes during one of the regular programs to announce our Master, and, as a further courtesy, Mr. MacWilkins of MacWilkins and Cole, a local advertising agency, gave a trade talk in our behalf with an Underwood Master Typewriter on the speaker's table.

At the conclusion of the meeting, the president of a local concern, using 28 competitive typewriters to the exclusion of Underwood, invited Branch Manager Ehrsam to stop at his office after the meeting and demonstrate the Master to his stenographic staff.

This was done and it was the unanimous opinion of everyone concerned that the Underwood Master was the best typewriter they had ever used; with the result that instead of taking the typewriter back to our office, we exchanged it for a bona fide order and the assurance that from here on they were "going Underwood straight."

Thanks for giving us a winner!
—*Associate Editor Aff*

•

Los Angeles

VISITORS to the Los Angeles Office have been inquiring about a large chart on the back wall. The chart was designed by Assistant Branch Manager Zimmerman to show the progress of the men on their trip to New York to attend the World's Fair. Thirty-nine airplanes, one for each salesman, are winging their way to New York in their All Star flight.

The chart, which is approximately 18 feet wide, is divided into spaces and each time a salesman makes 10% of his quota his plane moves one space from Los Angeles and nearer to its destination. The planes are moved once a week during the sales meeting and the stunt is creating a considerable amount of enthusiasm among the salesmen.

The legend at the top of the chart conveys a good message: *Qualify now for that free trip to New York in 1939. Make every minute and every call count. Put the miles behind you!*

Are you planning to attend the World's Fair in 1939 with all expenses paid? This offer is open to every man who qualifies for membership in the 1938 UEF All Star Salesmen's Club.

•

San Francisco

E. W. Roberts, for several years connected with our San Jose Subbranch, recently completed a term as Commander of San Jose American Legion Post No. 89, which embraces five California counties, and is the largest Post in District No. 13. Under Commander Roberts' guidance, Post No. 89 progressed rapidly during the past year, and now is in a flourishing condition.

—*Associate Editor Walker*

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Sacramento

The Underwood Elliott Fisher office at 1413 "J" Street, Sacramento, California, is equipped with large and very beautiful show windows, and Manager Walsh takes great pride in making the fullest possible use of the exceptionally attractive display spaces. The displays, as shown in the accompanying photograph, were arranged by Salesman Checomasoff.

—*Associate Editor Walker*

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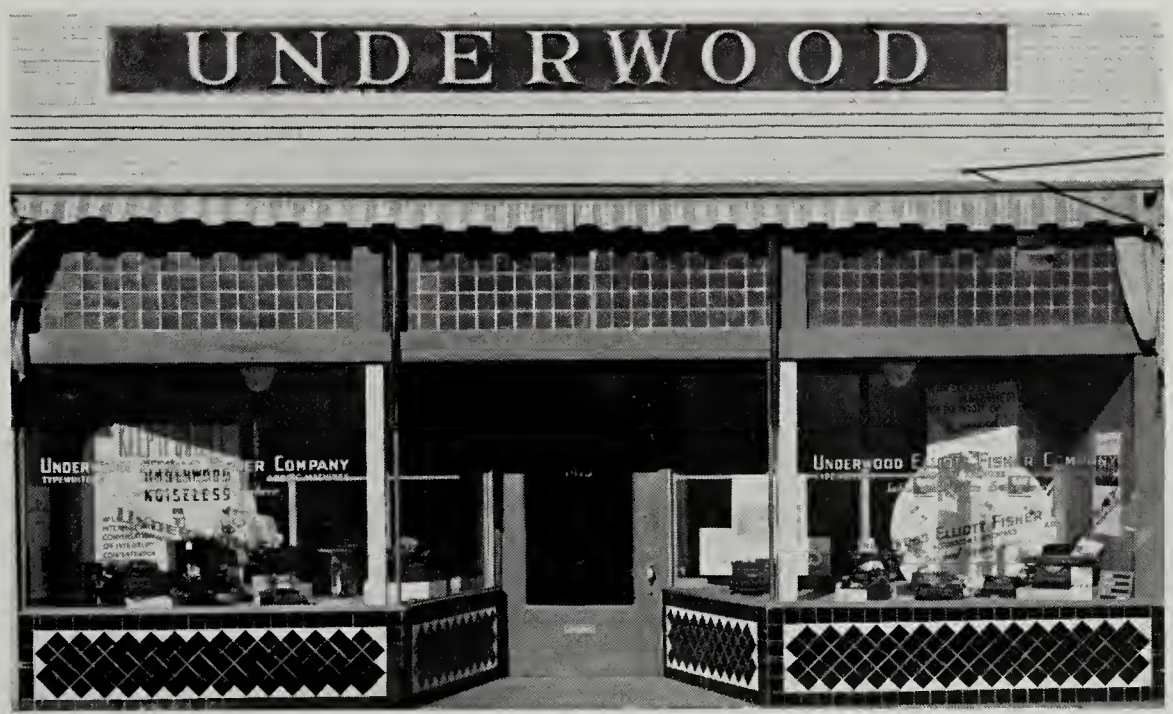


LOS ANGELES: This photo shows part of an order for 65 new Underwood typewriters sold to the Glendale City Schools. The persons shown in the picture are, from left to right: Sales Agent C. C. Webber, owner, Webber Typewriter Company; A. R. Nichols, salesman; L. L. Becker, foreman, service department, and Miss Mabel Thurtle, secretary.

SOUTHERN

Dallas

While Chester Soucek was demonstrating his amazing technique on the Underwood during his trip through Texas, one of his demonstrations was witnessed by the secretary to James Allen, Governor of the State of Texas. Chester's demonstration must have been unusually effective, because in due time he was

Texas Centennial Exposition

KNOW YE, that

Chester Soucek of New York City

is hereby commissioned a

Texas Centennial Ranger

in recognition of eminence in the field of Typing and friendship for Texas.

commissioned a Texas Centennial Ranger "in recognition of eminence in the field of typing and friendship for Texas."

Congratulations, Chester!

•

A very, very, prim, old-maidish-looking lady came into Dallas office some time ago and wanted to know if we sold used typewriter ribbons. Said that the only ribbons that she had found that suited her were old ribbons with black shoe polish rubbed well into them. And this is no gag—it really happened.

—Associate Editor Urie

•

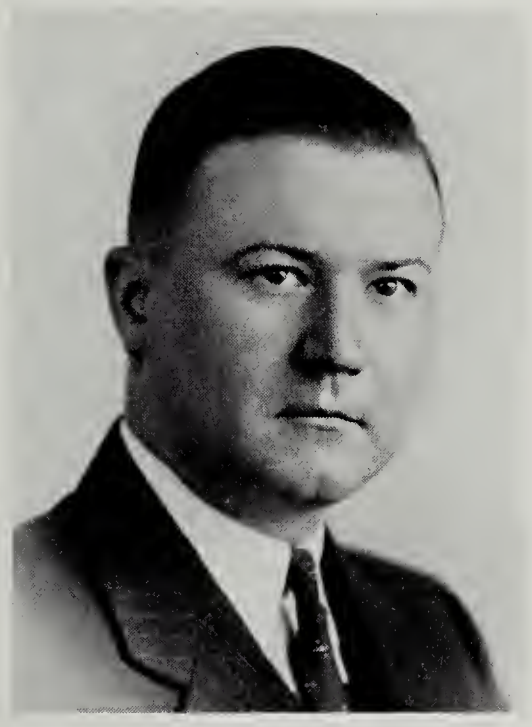
San Antonio

Typewriter Salesman Payne sold 14 Underwood Master Typewriters to the Dimaline Secretarial School. Reading from left to right: W. Doerfler, Service; Mrs. Lilian C. Michell, Walter Dimaline, Mrs. Louise Dimaline, T. D. Payne, Salesman; Mrs. Ernest Dimaline and Ernest Dimaline. These machines will be used to help turn out many competent secretaries.

Associate Editor Cook

Hilliard Wins Supply Contest

L. H. Hilliard, Supply Manager of our Philadelphia office, wins the Tri-city Supply Sales Contest, with C. A. Belyea of Boston second and R. L. Schramm of Chicago third.



For two months, April and May, the Supply Managers, Hilliard of Philadelphia, Belyea of Boston and Schramm of Chicago, were fighting hard to win a $50.00 prize. This prize was offered to the man whose office made the most credit points based on supply sales for the period of the Contest.

Combination Coupon Book sales were a very important factor in making credit points. The Philadelphia office took advantage of this and during the Contest they sold 90 Combination Coupon Books.

Hilliard was also credited with 50 points due to his office beating the two competing Branches with the highest percentage of quota secured for both months of the Contest.

Our congratulations to Mr. Hilliard, who in acknowledging the $50.00 prize writes: "We worked up so much steam in this Contest that we are still going strong and you can look forward to good supply months in the future."

More power to the Philadelphia salesmen. Not only did they win the Contest but their total supply sales for May were greater than the May 1937 record which was one of the best ever made by their Branch. Our Philadelphia men are, no doubt, trying to make every call productive and profitable to them by selling carbon paper and ribbons. Let all our salesmen do likewise. The commission checks will be favorably affected.

Boston supply sales for May were also ahead of the corresponding month a year ago. They sure tried hard to win but were unable to overcome the lead of Philadelphia.

Branch Managers Prentice of Boston, McBrien of Chicago and Rawdon of Philadelphia made a side bet that their supply sales would win for their Supply Manager. The winner, Mr. Rawdon, collected.

The laurel and the $50.00 cash prize, of course, go to Hilliard, the winner. To the other two contestants we acknowledge the efforts they made to win the prize. May all three contestants continue the pace set during the two months of the Contest.

N. D. MacLeod

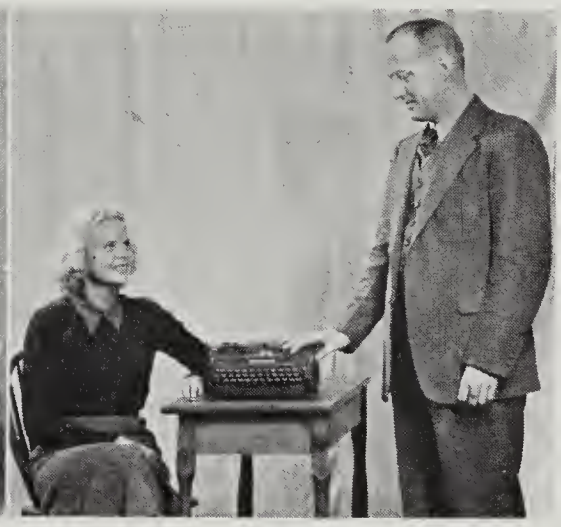
Greetings from the Arctic

THE MacGregor Expedition, commanded by C. J. MacGregor, Meteorologist, U. S. Weather Bureau, is in the Arctic carrying on scientific meteorological work including aerial surveys. The base camp is near Fort Conger, just 400 miles from the North Pole, where General Greely based his previous American Arctic expedition. The MacGregor Expedition is using Underwood Typewriters.

The following interesting message from Reindeer Point, Greenland, was relayed to New York via amateur radio: THE UNDERWOOD TYPEWRITERS USED BY THE MACGREGOR ARCTIC EXPEDITION HAVE BEEN MOST USEFUL AND SATISFACTORY. THEY HAVE GIVEN US EXCELLENT SERVICE AND THE BOYS HAVE ENJOYED USING THEM. MAY I EXPRESS MY SINCERE THANKS.

CAPTAIN C. J. MacGREGOR

It is gratifying to know that Underwood Typewriters used by the Expedition are "most useful and satisfactory." We thank Captain MacGregor and wish him continued success in his interesting and important scientific work.



She Likes HER UNDERWOOD

CHARMING Bette Cooper, chosen as the most beautiful girl in America at the Atlantic City contest last fall, is also a very practical young lady. Miss Cooper is shown here just after she received her new Typemaster from Mr. W. H. Voorhees, our Portable Dealer in Hackettstown, New Jersey.

Miss Cooper is sincerely enthusiastic about the beauty of her Typemaster, but she is equally impressed by the ease of operation and the sturdiness of this portable Underwood.

At Centenary Junior College, where eighteen year old Miss America studies typewriting, shorthand, English, voice culture, musical interpretation, dramatics, physical education and the Bible, she is busily engaged in completing her education.

With so many opportunities to take the spotlight, Miss Cooper has remained steadfastly in her natural role—that of a very normal person intensely interested in everyday affairs and in a happy future.

—R. K. Allerton, Jr.

Are **YOU** *a Safe Driver?*

A 1938 sport model sedan sped down the crowded street, just "made" the green light and wheeled precariously around the corner of Main Street and Central Avenue. The clock on City Hall Tower showed three minutes before school time.

"We'll make it okay," said Joe Smith Senior to Joe Smith Junior.

"Maybe we hadn't ought to go quite so fast, Pop," the young man ventured bravely.

Mr. Smith narrowly avoided striking two youngsters crossing the street. "You don't want to be late, do you, Joe?"

"I'd rather be late," said Joe, "than not get there at all!"

It doesn't take very much imagination to see which of these two was the smartest—Joe or his father. Perhaps it even seems like a silly story, but it is a typical example of what is happening daily in this country of ours.

When a man sits behind the wheel of a present day automobile, he has in his two hands the strength and power of up to eighty full grown horses. Unfortunately, more often than not, this driver has one horse control ability.

An automobile can be a dangerous weapon if it is not handled correctly, and naturally it should not be trusted in the hands of an incompetent driver. A competent driver respects the rights of others every minute he is behind the wheel, he understands the general mechanical principles of his car and he does not take chances.

Today most people know a little about the operation of a motor vehicle. They know how to steer, shift gears, start and stop—provided they have plenty of elbow room. But unless the individual is also physically, mentally and emotionally of a stable disposition, unless he has adequate information about motors, highways and traffic laws; unless he has had sound instruction in driving technique; unless he has had sufficient experience for the formation of wise habits and driving skill; unless he has the proper attitude of responsibility, sportsmanship and courtesy—he had best sit always in the back seat.

A smart driver doesn't take chances—he would rather be late than not to arrive at all—just like our little story about Joe Smith. A sage New Englander once said that he could never understand why folks hurried so, because every time he had the opportunity to observe the driver of a car which sped past him on the road and followed up the destination of this man, the speeder was generally sitting and waiting for time to pass. He remarked that it just didn't make sense.

Plan your time and drive carefully, then you'll be neither late nor absent.

—R. K. Allerton, Jr.

Associate Editors

Atlantic District

Albany, T. J. McMahon: Boston, C. H. Prentice; Buffalo, Jack Tench; Hartford, A. A. Seymour; New Haven, H. F. Lyons; Portland, P. S. Donovan: Providence, W. Boehnke and W. T. Austin: Rochester, Charlottle Smith; Rochester, Charlotte Smith; Springfield, R. E. Ward; Syracuse, D. D. Felter.

New York District

New York, G. A. Meinecke, A. H. Peters and A. W. Beecher; Comptroller's Dept., J. H. Gilmore; Treasurer's Dept., W. V. G. Riblet; Newark, H. L. Young.

Eastern District

Allentown, M. E. Miller: Baltimore, Philip Starr; Charlotte, W. R. McDowell: Harrisburg, H. B. Taylor; Philadelphia, L. H. Hilliard; Richmond, Ogarita G. Myers; Scranton, L. C. Jones: Washington, J. V. Brownell.

Central District

Akron, L. D. Wrentmore; Cincinnati, J. W. Staun; Cleveland, G. H. Porter; Columbus, M. Brumfield; Detroit, V. Picard; Louisville, Ralph Elkins: Pittsburgh, L. S. Webster; Toledo, J. V. Whitehous; Youngstown, K. E. Sechler.

Western District

Chicago, N. J. Van Dyne; Davenport, F. M. Anglim; Des Moines, E. M. Whitaker; Green Bay, C. B. Bretzke; Indianapolis, G. W. Hunt: Kansas City, D. E. Conklin; Milwaukee, A. J. Lindemann; Minneapolis, J. C. Curtis; Omaha, Marion Dennis; Peoria, A. V. Longenecker: Rockford, C. R. Oehler: South Bend, W. A. Hazelton; St. Louis, Edwin S. Staehle; St. Paul, D. J. Crowley.

Pacific District

Butte, W. Crist; Denver, W. H. Mitchell; El Paso, M. M. Shaver; Fresno, G. J. Longueville; Los Angeles, T. H. Lott; Phoenix, G. G. Russell; Portland, F. C. Aff; Sacramento, A. G. Walsh: Salt Lake City, Berenice Daley; San Diego, J. J. Voorheis; San Francisco, Geo. Walker; Seattle, Aurelia Lonseth: Spokane, L. A. Weitz.

Southern District

Atlanta, Frances Morgan; Birmingham, F. A. Knowles; Dallas, Billie L. Urie; Houston, O. H. Cook; Jacksonville, J. W. Roberts; Memphis, G. L. Frymire; Nashville, J. A. Pittman; New Orleans, J. L. Videau; Oklahoma City, Elsie Gibbs.

Service
George Bender.

Service School
M. W. Singiser.

Foreign

Austria, K. Weiss; Belgium, Mr. Le Pas; Bulgaria, E. Warthanesian; Czechoslovakia, K. Teubner; Cyprus, Miss A. Marcouillides; Esthonia, K. Raid; Hungary, R. Mogyorosy; Italy, E. Gallo; Latvia, P. G. Stahlberg; Norway, Dag Bentzen; Palestine, P. Kushner; Poland, E. Voellnagel; Roumania, Josef Illes; Sweden, B. Henning; Switzerland, F. Beetschen, A. Stoecklin; Syria, J. C. Khouri.

Export
F. D. Lehn.

Hartford Works
E. A. Stowell.

Central Training School
Leo T. Osmon.

Bridgeport Works
Sam Dolan.

THE BRIDGE BUILDER

An old man travelling a lone highway,
Came at evening cold and gray
To a chasm deep and wide,
Thru which there flowed a sullen tide.
The old man crossed in the twilight dim,
For the sullen stream held no fear for him,
He turned when he reached the other side
And built a bridge to span the tide.

"Old man!" cried a fellow pilgrim near,
"You waste your strength with your building here;
Your journey will end with the ending day,
And you never again will pass this way:
You have crossed the chasm deep and wide,
Why build a bridge at eventide?"

And the builder raised his old gray head,
"Good friend, on the path I have come," he said,
"There followeth after me today
A youth whose feet will pass this way.
This stream which has been naught to me
To that fair-haired boy may a pitfall be;
He, too, must cross in the twilight dim.
Good friend, I am building this bridge for him."

—Author Unknown

Courtesy of
DRY GOODS ECONOMIST

TO HONOR

20 years

OF

ACHIEVEMENT

UNDERWOOD ELLIOTT FISHER COMPANY
ONE PARK AVENUE, NEW YORK, N. Y.

PRINTED IN U. S. A.

THE MONTH OF JULY

IS DEDICATED TO

★ PHILIP D. WAGONER ★

TO SIGNALIZE HIS

20TH year

AS PRESIDENT OF THE ORGANIZATION

Hail to our Chief!

THIS month our President, Philip D. Wagoner, celebrates his Twentieth Anniversary as Chief of our Organization. In this span of twenty magnificently full years, users of office machines everywhere have seen this Organization develop steadily to its position of leadership under his capable guiding hand.

It is but appropriate at this time that every member of the Sales Department recognize *July 1938* as PRESIDENT WAGONER MONTH. Because of him, we are privileged today to represent a Company which needs no introduction to users of office machines throughout the entire World . . . and whose products are all individual leaders in their respective lines.

July 1938 will be a month during which every member of the Domestic Sales Department will want to play an active role . . . Salesmen . . . Sales Agents . . . Assistants to Branch Managers . . . Branch Managers . . . District Managers . . . and Divisional Sales Managers at the Home Office.

Our slogan in honor of Mr. Wagoner's signal anniversary is . . . BEAT JULY 1937. For the entire Domestic Field to accomplish this objective, every man in the Sales Organization must do his part and contribute his share of effort. Specific tasks will be allotted. Branch Managers will assign the Special President Wagoner Month quotas to every Salesman and Sales Agent based on individual July 1937 achievements. You will find the quotas reasonable and within the scope of 100% performance in every territory.

Our Chief, President Wagoner, will certainly watch the progress each and every day during July with keen interest . . . sales that we are dedicating to him during July. To keep him informed, send him a telegram on the same day that you make 100% of your Special July Quota . . . reporting to him personally your accomplishment. A telegram from you will be a real testimonial . . . the earlier in the month the better.

You will certainly want to reach your quota without delay.

BEAT JULY 1937 is the slogan of this dedication contest and tribute to President Wagoner. To borrow the words of our Chief . . . IT CAN BE DONE. We know that "It Can Be Done" and now is our opportunity to PROVE IT.

SAY IT WITH ORDERS . . . ANNOUNCE IT WITH TELEGRAMS.
WILL YOURS BE THE HONOR OF SENDING THE FIRST TELEGRAM?

JULY IS PRESIDENT WAGONER MONTH!

DOST THOU LOVE *Life?*

THEN
DO
NOT
SQUANDER
Time

FOR
THAT
IS
THE
STUFF
LIFE
IS
MADE
OF . . . *Benjamin Franklin*

This pertinent message is part of a mural in the New York World's Fair Administration Building

Making the most of YOUR TIME will be a Big Factor in bringing YOU to the World's Fair in 1939!

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